

AN EMPIRICAL STUDY OF WORKPLACE SATISFACTION AND EFFORTFUL DEDICATION AMONG SENIOR PROFESSIONALS IN GUANGDONG PROVINCE, CHINA

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ABSTRACT

Publicly owned businesses in China have struggled in recent years due to a lack of government support and the need to turn a profit in order to meet basic operational and growth needs. This is due to a number of causes, including insufficient government investment & the need to make a profit. This depends on the medical team's broad range of exceptional senior specialists in a variety of areas, as well as their technological skills and their ability to give good customer service. In order to do this, the medical staff must have both of these characteristics. These results were the epitome of the company's technical and scientific capabilities, and they strengthened its clinical position. They do this by helping to maintain the high standards that give the company's goods their reputation for excellence.

Despite this, demand was strong for these professionals because of China's massive medical industry and the presence of other rival firms in the same field. Given these realities, increasing work happiness and cultivating emotional commitment are two of human resource management's biggest problems in retaining highly sought-after senior employees.

Keywords: Workplace satisfaction, Affective commitment, Guangdong province, Turnover intention.

1. INTRODUCTION

Workers went from being considered the "economic man," who just thinks about his or her own personal interests, to the "social man," whose feelings and viewpoint should be appreciated. This new view of the worker replaced the traditional image of the "economic man" in the workplace. This is why there is such great emphasis in current management theory and practise on delving into the motivations and tendencies of individuals. A lot of individuals believe that managers should make an extra effort to meet their workers' psychological and social requirements on the job. This insight has led to a change in priorities on the part of management in order to better meet these requirements. The degree to which an employee enjoys his or her work is a significant predictor of job satisfaction (Stephen, 2011). Numerous scholars in the domains of human resources and organisational behaviour within business administration have developed theoretical frameworks to explain and improve employees' levels of job satisfaction.

There are a number of techniques to quantify work satisfaction, and these methods may be separated from one another along a number of criteria, or "dimensions" (Li, 2010). Zang argues that weariness, boredom, the quality of one's supervisors, and the nature of one's work are exogenous elements that contribute to job discontent. To what extent an employee enjoys their work depends largely on the event itself and the individuals responsible for making or breaking it. There were many aspects of the job to consider, including the work itself, the compensation, the opportunities for promotion, recognition, and thankfulness, the working conditions, the perks, the managers, the coworkers, and the general public. Employee

satisfaction increased as a direct result of increased teamwork. An individual's level of job satisfaction is a knee-jerk emotional response to the particulars of their working conditions, such as their salary and level of responsibility. In contrast to job satisfaction, which is focused on the present, organisational commitment looks on the future of an employee's involvement with the company. These effects were shown, for instance, in how seriously the organisation took its core values, its goals, and its demands for employee productivity. Organisational loyalty is similar; it does not appear out of thin air but, once established, is steadfast over the long haul. Therefore, an employee's loyalty to the company is a critical component in comprehending their actions on the job. Because of this, many experts in the study of organisational behaviour believe that an employee's degree of loyalty to their firm is a significant factor in determining whether or not the employee remains with their current employer (Zhang, 2013).

2. BACKGROUND OF THE STUDY

The concept of "job contentment" was originally used by Zeng. As he explains in his eponymous book, "any combination of psychological and contextual elements that cause a person to legitimately state researchers am pleased with my job" is what researchers mean when they talk about job satisfaction. This concept was developed from the seminal Hawthorne Study. Companies have been attempting to boost productivity by catering to employees' emotional needs ever since the concept was first imagined. There have been many different understandings and definitions of "job satisfaction" across time. A positive attitude to one's job function is a key component of job satisfaction. As defined by Schultz, job satisfaction is "the psychological disposition of persons towards work — and this encompasses a collection of numerous attitudes or thoughts" (Zeng, 2012). Affective well-being is defined as "a pleasant or positive emotional state arising from the appraisal of one's work or job performance" by another scholar. The duties they accomplish, their supervisor's personality, their pay, their chances for advancement, the company's values, and the quality of their colleagues are all factors that contribute to an employee's sense of job satisfaction, as stated by Peng. Another study found several variables that affect an employee's satisfaction with their job. The need for recognition among employees and advances in social and technical infrastructure are two such influences (Peng, 2013).

An employee's "turnover intention" describes how they feel just before they make the decision to voluntarily quit their work due to dissatisfaction. The study of employee turnover has been going strong in the field of organisational behaviour research since the early 20th century (Nie et al., 2007). Turnover intention, as defined by Hong Kong academics Liang et al., is the choice to quit one's present job in lieu of looking for a new one. Employees' claimed reasons for leaving were seen as a "predictor" of their actual conduct since they show the individuals' deepest held values, passions, and motivations. Turnover intent has been argued by researchers as a relevant dependent variable because of its significant correlation with real turnover behaviour. Several Chinese academics have proposed a model that accounts for both internal and external factors that contribute to high employee turnover, with particular emphasis on the economic connection between the labour market and the turnover rate. Empirical research and the proposal of a five-component model were undertaken on the premise that employees' willingness to stay with the organisation can be attributed to factors such as emotional

attachment, financial dependence, the fulfilment of expectations, a lack of alternative employment opportunities, a sense of accomplishment, and the absence of negative emotions.

3. LITERATURE REVIEW

The term "work satisfaction" has been around for a while, although it has evolved through time. According to Vroom (1964), work satisfaction is defined as "a person's positive orientation on his or her present position," or the emotional orientations of people towards the professional obligations they were presently accomplishing. For those who need a reference: "the psychological disposition of humans towards work—and this covers a variety of diverse attitudes or sentiments," as said, is one definition of job satisfaction. "a pleasant or positive emotional state arising from the evaluation of one's work or job experiences," as defined by Card. The term "job satisfaction" has been defined as "a cheerful or positive emotional state" (Card et al., 2010). A person's "overall view" of the work, as described by Cui. Job satisfaction may be seen as an individual's emotional response to the relative success of his or her own work and that of others in the workplace. Job satisfaction is determined less by one's view on life and professional advancement and more by one's attitude towards one's work and the work experience, say Chinese academics. This is in contrast to an individual's perspective on his or her own life and career. The degree to which a person is happy or unhappy with their job is almost certain to change after they've been there for a while (Cui et al., 2012).

Various definitions of "job satisfaction" have emerged as a result of the numerous research conducted on the topic, which differ according to the targets of study and the theoretical assumptions made. Satisfied with the job itself" "satisfied with the frame of reference" "expectation discrepancy satisfaction" are just a few of the many ways this concept may be interpreted. In this broad definition, 'job satisfaction' refers to an overarching feeling of happiness or discontentment with all aspects of one's job. The phrase "wide interpretation of work satisfaction" is used to characterise this perspective. It puts greater emphasis on the individual's choice of how to think about the elements and processes that contribute to work satisfaction than on the actual aspects and processes themselves (LI et al., 2011).

4. RESEARCH METHODOLOGY

Researchers will collect data for 4 months in a rigorous cross-sectional study. The cross-sectional design required rapid, low-cost point-in-time data collecting. Due to time and resource constraints, the researcher used a quantitative technique. Rao-soft software estimated sample sizes of 473; 533 questionnaires were issued, 508 were returned, and 8 were discarded due to incompleteness. Five hundred Chinese were surveyed for the research. Convenience sampling reached all respondents at the above areas. Respondents demanded factory monitoring. The researcher offered study material and answered questions while participants waited to finish the monitoring procedure. The researcher read the survey questions and answers categories to respondents who could not read or write or were wheelchair-bound, and they entered their responses verbatim in the survey form. In certain regions, homeowners received several surveys.

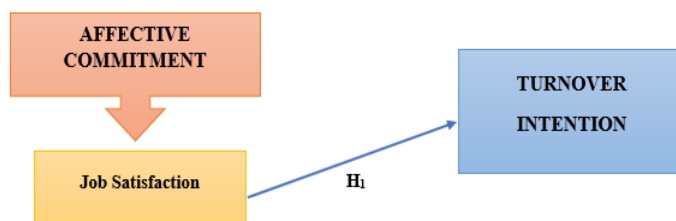
Statistical Software: MS-Excel and SPSS 25.0 was used for Statistical analysis.

Sampling: A pilot study was conducted with the questionnaire using a group of 20 employee from China and final study was conducted with the questionnaire on sample of 500 employee. A total of 533 questionnaires were distributed among the employees selected in a systematic random sampling. All the completed questionnaires were considered for the study and any incomplete questionnaire was rejected by the researcher.

Statistical tools: Descriptive analysis was applied to understand the basic nature of the data. Validity was tested through factor analysis.

A rating system based on the Likert scale is often used in surveys and questionnaires to gauge respondents' ideas and viewpoints. Participants often have the option of selecting a response from a set of five options, including "strongly agree," "agree," "did not respond," "disagree," and "strongly disagree," to a given question or statement. If the research uses numeric coding, such as 5 for "strongly agree," 4 for "agree," and so on, then the values for each category of answer must be established. By asking on a Likert scale from 1-20, as shown above, researchers may learn about shoppers' preferences for both online and traditional retail. The survey began with a series of "control" questions on the respondent's demographics and their level of familiarity with online vs. offline buying.

5. CONCEPTUAL FRAMEWORK



6. RESULTS

Factor Analysis:

Confirming the latent component structure of a collection of measurement items is a common utilisation Factor Analysis (FA). The scores on the observable (or measured) variables are thought to be caused by latent (or unobserved) factors. FA is a model-based method. Its focus is on the modelling of causal pathways between observed phenomena, unobserved causes, and measurement error.

The data's suitability for factor analysis may be tested using the Kaiser-Meyer-Olkin (KMO) Method. Each model variable and the whole model are evaluated to see whether they were adequately sampled. The statistics measure the potential shared variation among many variables. In general, the smaller the percentage, the better the data was suitable for factor analysis.

KMO gives back numbers between 0 & 1. If the KMO value is between 0.8 and 1, then the sampling is considered to be sufficient.

If the KMO is less than 0.6, then the sampling is insufficient and corrective action is required. Some writers use a number of 0.5 for this, thus between 0.5 and 0.6, you'll have to apply your best judgement.

- KMO Near 0 indicates that the total of correlations is small relative to the size of the partial correlations. To rephrase, extensive correlations pose a serious challenge to component analysis.

Kaiser's cutoffs for acceptability are as follows:

Kaiser's cutoffs for acceptability are as follows:

A dismal 0.050 to 0.059.

- 0.60 - 0.69 below-average

Typical range for a middle grade: 0.70–0.79.

Having a quality point value between 0.80 and 0.89.

The range from 0.90 to 1.00 is really stunning.

Table 1. KMO and Bartlett's Test

| KMO and Bartlett's Test | | |
|---|---------------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .813 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 952.837 |
| | df | 190 |
| | Sig. | .001 |

This demonstrates the validity of assertions for sampling purposes. To further verify the relevance of correlation matrices as a whole, Bartlett's Test of Sphericity was performed. Kaiser-Meyer-Olkin Sampling Adequacy Value is 0.813. The p-value for Bartlett's sphericity test was determined to be 0.00. Bartlett's test of sphericity showed that the correlation matrix isn't an identity matrix, with a significant test result.

Test for Hypothesis:

Dependent Variable

- Turnover Intension:*

Whether or not an employee is happy with their employment depends on how they feel about their working conditions. Job satisfaction is defined by how a person feels about the intrinsic or extrinsic aspects of their job. To rephrase, it's about how employees feel about various parts of their occupations. The term "job satisfaction facets" refers to the several components that make up the multi-faceted idea of "job happiness." This is because there is a wide variety of an occupation available. Common elements that contribute to job satisfaction include one's coworkers, recognition, rewards, working conditions, pay, opportunities for growth, quality of supervision, & the organization's rules or policies (Spector, 1997).

Independent Variable

i. *Affective Commitment:*

According to (Porter, 1974), an individual's level of commitment to an organisation is measured by how involved they are in its activities. Organisational commitment consists of three parts, according to Mowday et al. (1979): belief in the firm's values, readiness to put in considerable effort for the organisation, and loyalty to the same employer. A commitment is an emotional investment in, or affiliation with, something or someone outside of oneself. According to (Cohen, 2003), a person's degree of dedication determines whether or not they will succeed. Another definition of organisational commitment is provided by (Al-Jabari and Ghazzawi, 2019): it is the voluntary, above-and-beyond-the-call-of-duty actions of an employee that considerably increase the productivity of the organisation as a whole. Organisational commitment is defined using the commitment concept developed by Meyer and Allen (1991). The extent to which a person feels emotionally invested in their employment is a key factor in determining whether or not they will continue in their position.

ii. *Job Satisfaction:*

More research has been conducted on the topic of "job satisfaction" than any other area of the workplace during the last eighty years. As a result, the reader will already be familiar with the term. There have been a number of studies conducted on the issue of what makes workers happy at work, and the results have been mixed. Beecham et al. (2008) suggest that one possible definition of job satisfaction is an employee's evaluation of their work experience as a whole. It is a gauge of how satisfied or dissatisfied a worker is with his or her present job. According to (Agho and Price, 1992), an individual's level of job satisfaction is based on their level of enjoyment in their present role. Most people, however, define job satisfaction as the state of mind one is in after receiving positive feedback about their performance on the job (Spector, 2006; Droussiotis & Austin, 2007). On basis of the above discussion, the researcher formulated the following hypothesis, which was analysed the relationship between Tangibles and Customer Satisfaction.

H01: There is no significant relationship between Job Satisfaction and Turnover Intention.

H1: There is a significant relationship between Job Satisfaction and Turnover Intention.

Table 2. ANOVA Test

| ANOVA | | | | | |
|----------------|----------------|-----|-------------|-------|------|
| Mean | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 75207.347 | 126 | 4700.459 | 6.561 | 0.02 |
| Within Groups | 681.563 | 373 | 8.212 | | |
| Total | 75888.910 | 499 | | | |

In this study, the result is significant. The value of F is 6.561, which reaches significance with a p-value of .02 (which is less than the .05 alpha level). This means the “H1: There is a significant relationship between job satisfaction and turnover intention.” is accepted and the null hypothesis is rejected.

7. CONCLUSION

Whether or not an employee stays with an organisation is more predicted by their degree of emotional attachment to the company than by how much they like their job. Whether or not respondents felt emotionally invested in the company and whether or not they planned to leave in the future were both significantly impacted by how long they had been there. There is a large disparity in senior professionals' levels of work satisfaction, affective commitment, and desire to quit a company, and a comparable but lesser disparity in these metrics is attributable to the business's size. Both of these elements contribute to a person's satisfaction with their job.

8. LIMITATIONS

Researchers were able to more effectively collect surveys from 23 significant firms dispersed across many locations in Guangdong province using a technique known as stratified sampling. Making survey collection simpler was intended to encourage more participation. As a result, it is far more challenging to draw general generalisations from the findings. This study is vulnerable to the effects of response bias in surveys since it relies on cross-sectional data. It is possible that the respondents would conflate questions intended to measure emotional investment with ones intended to measure work satisfaction due to the overlap between the two sets of attributes. If so, it's conceivable that the data was inaccurately acquired.

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